



MICHIGAN DEPARTMENT OF HUMAN SERVICES



Lean Process Improvement
Senate Appropriations Subcommittee on DHS
November 12, 2013

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Charactership Lean Publishing and Consulting Inc.

Lean Process Improvement

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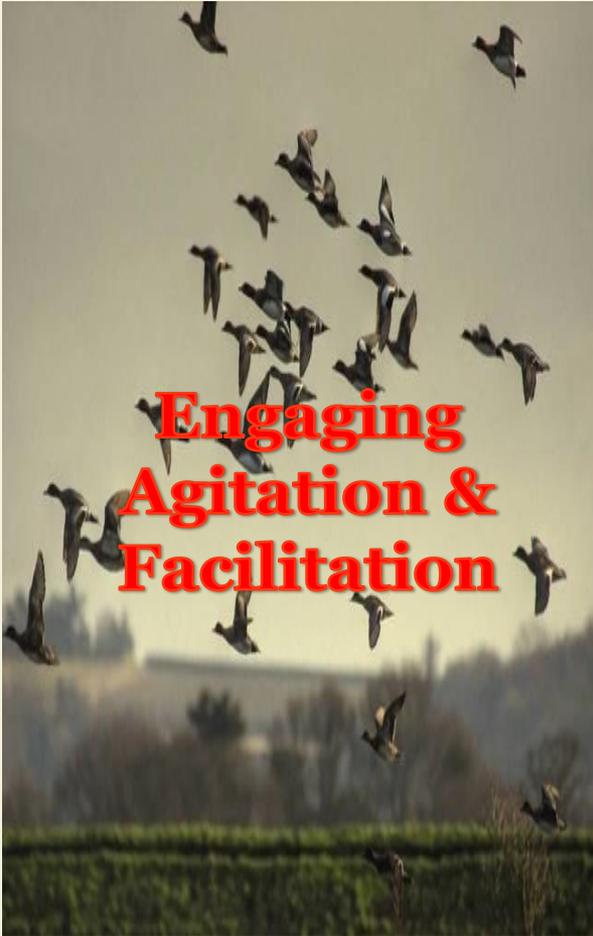
- ✦ Regarded as THE BEST practice for organizational development and performance
- ✦ Involves improving paradigms and processes interdependently and systematically

Lean Process Improvement

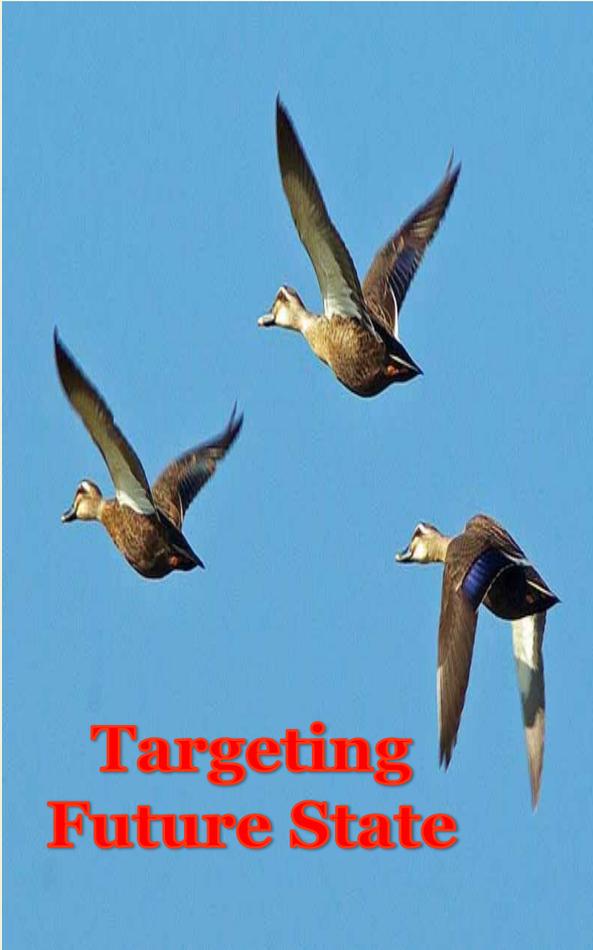
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**Understanding
Current State**



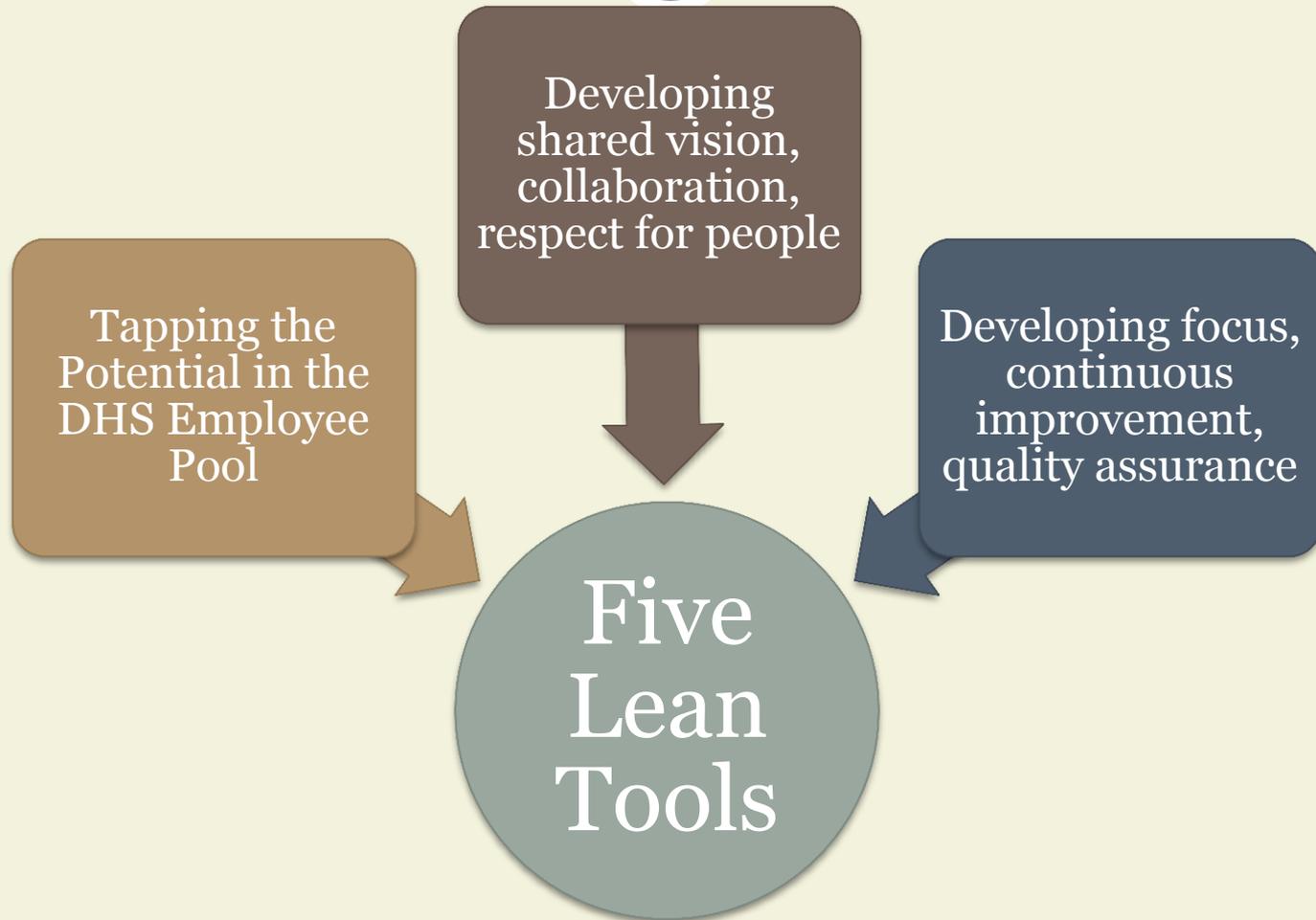
**Engaging
Agitation &
Facilitation**



**Targeting
Future State**

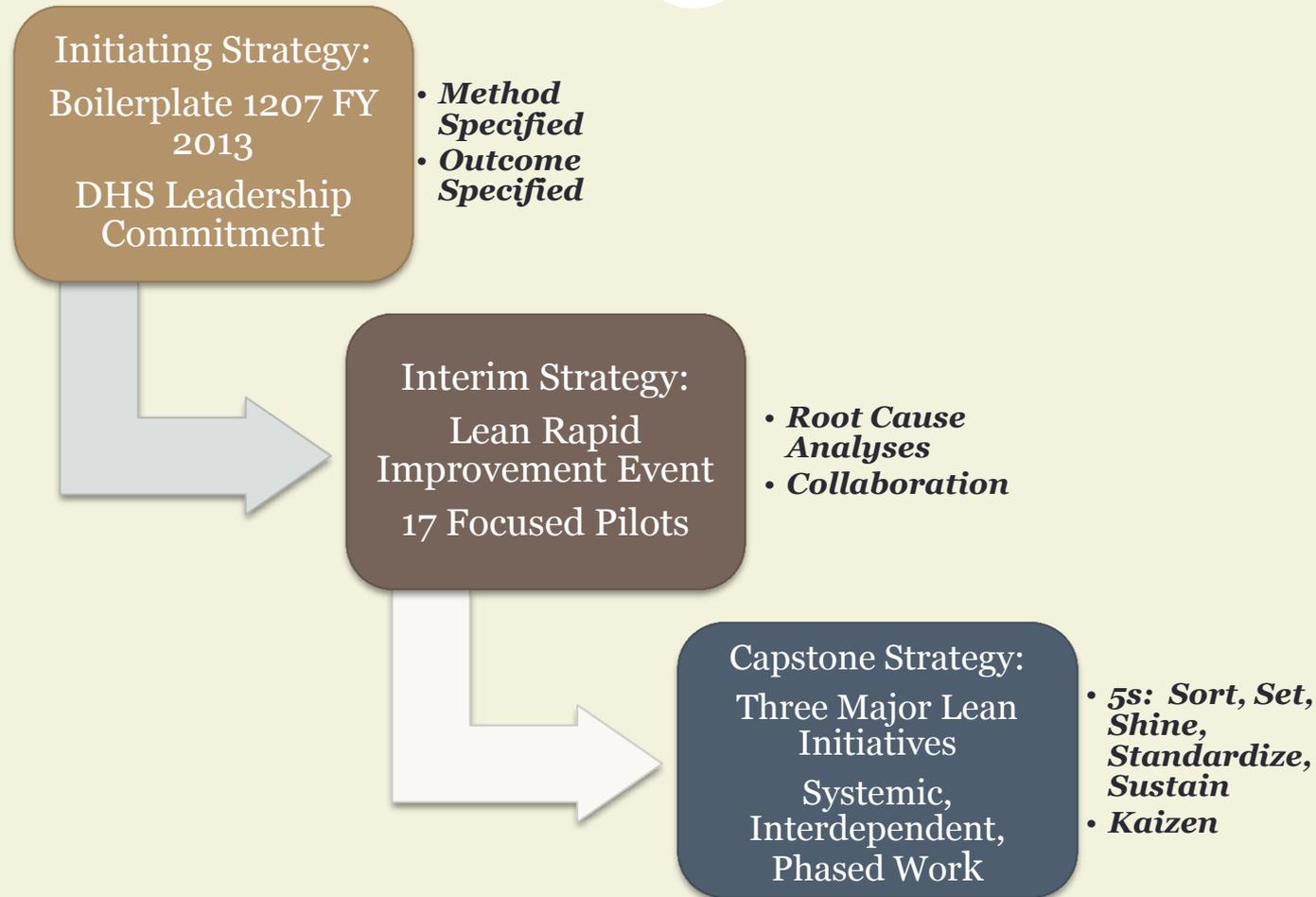
Understanding the Current State

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Engaging Sources of Agitation & Transition

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Targeting the Future State: 15-Day SOP Reduction for MA Disability

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Improving Front End Processing Quality

- Reduction of MRT case deferrals from 32% to 5%
- Improve MRT case quality from 2.1 to 4.0

Improving Internal MRT Processes

- Reduction of internal SOP from 60 to 10 days and backlog from 5800 to 1500
- Improve MRT internal quality through standards management

Streamlining MRT into DDS

- Reduction of overall SOP from 138 to 75 days
- Reduction of medical expenses and exceptions from approximately \$3 million annually to \$1.5 million or less



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MRT Specialization within Local DHS Offices

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**Lisa Listman, Field Operations Administration
Department of Human Services**

MRT Specialization within Local DHS Offices

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- **Target Condition**
 - ✦ Improve front end processing quality based on shared quality standards from MRT so that deferrals are reduced to achieve a 15-day SOP reduction.
- **Pilot project**
 - ✦ At two local DHS offices, using current staffing resources, specializes the processing of Medical Assistance cases that require a determination of disability by MRT
- **Pilot Offices**
 - ✦ Clinton County DHS – began August 1, 2013
 - ✦ Genesee – Clio Road District – began September 1, 2013

MRT Specialization within Local DHS Offices

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- **Clinton County – Since August 1, 2013**
 - ✦ 22 medical packets developed by the specialized worker have been sent to MRT – average processing time for the development of these packets is 24 days
 - ✦ 11 medical packets developed by the specialized worker have been returned from MRT – average processing time for the determination by MRT is 35 days

MRT Specialization within Local DHS Offices

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- Genesee County – Clio Road District - Since September 1, 2013
 - ✦ 42 medical packets developed by the specialized workers have been sent to MRT – average processing time for the development of these packets is 18 days
 - ✦ 11 medical packets developed by the specialized worker have been returned from MRT – average processing time for the determination by MRT is 31 days